



STRATEGIC PLAN

Annual Update

2009-2013

BOISE STATE UNIVERSITY STRATEGIC PLAN 2009-2013

Introduction

A present day examination of Boise State University reveals a vibrant picture of a public university with a history of teaching excellence, offering a wide range of degree programs, and serving the citizenry of the state of Idaho. This tradition to strive for excellence is reflected in our vision of becoming a metropolitan research university of distinction.

Boise State's strategic plan defines the path and means to move us from our current state to where we aspire. This journey puts first and foremost the learning environment and our scholarly/creative work to expand the boundaries of knowledge. Our most recent planning process began in early 2005, and initially included over 30 focus groups comprised of more than 600 University faculty, staff and students. Ultimately, a cross section of individuals from our campus community comprised a 40-plus member planning team that drafted the final document, a strategic matrix, providing opportunity for all of our stakeholders to provide input at some point along the way. We are currently in the process of finalizing a complete list of performance benchmarks to measure progress toward these goals.

VISION STATEMENT

Boise State University strives to be a metropolitan research university of distinction.

- A University where **public engagement** links the University's academic mission with its community partners to address issues of mutual benefit.
 - A University of **academic excellence** with high-quality, student-focused programs that integrate theory and practice, engage students in community based learning, and that are informed by meaningful assessment. .
 - A University with a **vibrant culture** that embraces and fosters innovation, responsiveness, inclusiveness, accessibility, diversity, and effective stewardship.
 - A University of **exceptional research** defined by progressive scholarship and creative activity, and graduate programs that have groundbreaking applications locally, regionally and globally.
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INSTITUTIONAL ROLE AND MISSION STATEMENT

As provided by the State Board of Education, Boise State University will formulate its academic plan and generate programs with primary emphasis on business and economics, engineering, the social sciences, public affairs, the performing arts, and teacher preparation. Boise State University will give continuing emphasis in the areas of the health professions, the physical and biological sciences, and education, and will maintain basic strengths in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.

BOISE STATE UNIVERSITY GOALS & OBJECTIVES*

Goal I. Develop network and outreach opportunities with the community

Objectives:

- Promote and reward research in and with the community.
- Align educational offerings with economic development needs and incorporate employers' input into curriculum design.
- Promote collaboration and sharing of information between campus and the community.

Performance Measures and Benchmarks:

- Students participating in Service Learning Courses
 - Benchmark: Students participating in service learning courses is equivalent to peer institutions

Goal II. Respond to the educational needs of the region

Objectives:

- Align educational offerings with economic development needs and incorporate employers' input into curriculum design.
- Offer flexible course delivery options
- Contribute to the creation of a community college in the Treasure Valley

Performance Measures and Benchmarks:

- Dual enrollment credits generated
 - Benchmark: Dual enrollment credits increase annually
- Degrees & Certificates Awarded
 - Benchmark: Degrees and certificates awarded is equivalent to peer institutions
- Enrollment Headcount and FTE
- Credit hours taught

Goal III. Provide development opportunities for faculty to integrate research and teaching

Objectives:

* Objectives support multiple goals

- Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.
- Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching.
- Secure funds for sponsored research activity.

Performance Measures:

- Number of student participants in Undergraduate Research Conference
 - Benchmark: Number of students participants increases annually
- Externally Funded Grant and Contract Dollars per Faculty FTE
 - Benchmark: External funding for research per faculty FTE is equivalent to peer institutions.

Goal IV. Build and maintain facilities to support programs and create an attractive and accessible environment

Objectives:

- Implement the campus master plan.

Performance Measures and Benchmarks:

- Square feet of space per student.
 - Benchmark: Peer data from Society for College and University Planning
- Square feet of space per faculty member.
 - Benchmark: Peer data from Society for College and University Planning

Goal V. Promote diverse communities that foster faculty, staff, and student interaction

Objectives:

- Create active learning opportunities in-class and out-of-class
- Schedule, promote, and facilitate involvement in cultural and intellectual events
- Develop and promote programs to internationalize campus
- Facilitate faculty collaborations across departments and colleges.

Performance Measures and Benchmarks:

- Number of students & faculty in study abroad programs
 - Benchmark: Number of students & faculty in study abroad programs is equivalent to peer institutions
- Number of students in on-campus residential halls
 - Benchmark: On-campus halls remain at or near capacity

Goal VI. Recruit and retain an academically prepared and diverse student body

Objectives:

- Expand student recruitment efforts

- Create additional opportunities for student financial assistance
- Implement the Freshman Success Task Force Action Plan

Performance Measures and Benchmarks:

- Freshman Retention Rate (first time full time)
 - Benchmark: Freshman retention rate is equivalent to peer institutions
- 6 year graduation rate (first time full time)
 - Benchmark: 6 year graduation rate is equivalent to peer institutions
- Incoming student High School GPA
 - Benchmark: incoming high school GPA is equivalent to peer institutions
- Scholarship Dollars per Student FTE
 - Benchmark: Scholarship dollars per FTE is equivalent to peer institutions
- Average need-based loans
 - Benchmark: Average need based loans available are equivalent to peer institutions

Goal VII. Recruit and retain faculty and staff to support the vision

Objectives:

- Develop flexible workload policies for faculty.
- Develop a staffing plan, compensation packages, and structures commensurate with a metropolitan research university

Performance Measures and Benchmarks:

- Institutional faculty total compensation as a percent of peer organizations
 - Benchmark: compensation should be comparable at 90-100% of peer institution levels

Goal VIII. Provide student-centered services

Objectives:

- Implement the Freshman Success Task Force Action Plan
- Create active learning opportunities in-class and out-of-class
- Offer flexible course delivery options
- Build residential communities for students, faculty and staff

Performance Measures and Benchmarks:

- National Survey of Student Engagement (NSSE): Student Rating of academic support.
 - Benchmark: Urban university average
- Freshman Retention Rate (first time full time)
 - Benchmark: Freshman retention rate is equivalent to peer institutions
- 6 year grad rate (first time full time)
 - Benchmark: 6 year graduation rate is equivalent to peer institutions
- Number of students in on-campus residential halls
 - Benchmark: On-campus halls remain at or near capacity

Goal IX. Obtain fiscal resources necessary to support the vision

Objectives:

- Secure funds for sponsored research activity
- Promote to the State the value of investing in higher education

- Build and sustain a comprehensive advancement/fundraising program

Performance Measures and Benchmarks:

- Instructional Dollars per Student FTE
- Externally Funded Grant and Contract Dollars per Faculty FTE
 - Benchmark: External funding for research per faculty FTE is equivalent to peer institutions
- Budgeted Faculty FTE to Student FTE
 - Benchmark: budgeted faculty FTE to student FTE should be equivalent to peer institutions
- Institutional faculty total compensation as a percent of peer organizations
 - Benchmark: compensation should be comparable at 90-100% of peer institution levels
- Success in achieving goals of Destination Distinction Comprehensive Campaign
- Scholarship Dollars per Student FTE
 - Benchmark: Scholarship dollars per FTE is equivalent to peer institutions

Key External Factors (beyond the control of Boise State University)

Funding:

Boise State University's strategic goals and objectives assume ongoing and sometimes significant levels of additional funding from the State Legislature. Additional funding to operate comes from private donations and tuition/fee revenue. None of these sources is entirely predictable from year to year.

Legislation/Policies

Beyond funding considerations, policies related to educational offerings, employment practices, capital projects, etc. are embedded in Idaho Code as well as State Board of Education policy. Boise State policies, procedures and practices must adhere to Idaho Code and State Board of Education policy.

Original 2005-2010 Strategy Matrix

<div style="text-align: center;"> <p>Boise State University Strategy Matrix</p> <p>These guiding strategies reflect routes by which Boise State University will achieve its goals.</p> <p>METROPOLITAN RESEARCH UNIVERSITY OF DISTINCTION</p> </div>		GOALS									
		(1) Develop network and outreach opportunities with the community	(2) Respond to the educational needs of the region	(3) Provide development opportunities for faculty to integrate research and teaching	(4) Build and maintain facilities to support programs and create an attractive and accessible environment	(5) Promote diverse communities that foster faculty, staff, and student interaction	(6) Recruit and retain an academically-prepared and diverse student body	(7) Recruit and retain faculty and staff to support the vision	(8) Provide student-centered services	(9) Create an organization that is responsive to change	(10) Obtain fiscal resources necessary to support the vision
STRATEGIES	(a) Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching										
	(b) Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching										
	(c) Develop flexible workload policies for faculty										
	(d) Promote and reward research in and with the community										
	(e) Expand student recruitment efforts										
	(f) Create additional opportunities for student financial assistance										
	(g) Implement Freshman Success Task Force Action Plan										
	(h) Create active learning opportunities in-class and out-of-class										
	(i) Create a community college										
	(j) Align educational offerings with economic development needs and incorporate employers' input into curriculum design										
	(k) Offer flexible course delivery options										
	(l) Build residential communities for students, faculty, and staff										
	(m) Facilitate faculty collaborations across departments and colleges										
	(n) Develop a staffing plan, compensation packages, and structures commensurate with a metropolitan research university										
	(o) Schedule, promote, and facilitate involvement in cultural and intellectual events										
	(p) Promote collaboration and sharing of information between campus and the community										
	(q) Develop and promote programs to internationalize the campus										
	(r) Promote to the State the value of investing in higher education										
	(s) Secure funds for sponsored research activity										
	(t) Build and sustain a comprehensive advancement/fundraising program										
	(u) Implement the campus master plan										

Strategies support multiple goals; illustrate examples

Numbers and letters do not signify priority ranking